

HARVARD UNIVERSITY
JOHN F. KENNEDY SCHOOL OF GOVERNMENT
WASHINGTON, D.C.

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14 DECEMBER 1987

THE PROGRAM WE HAVE GATHERED TO ORDAIN TONIGHT IS NEW AND DIFFERENT -- AND THUS UNSETTLING TO SOME PEOPLE. SOME CHARGE THAT CIA IS OUT TO SUBVERT KENNEDY SCHOOL; OTHERS FEAR THAT KENNEDY SCHOOL IS OUT TO UNDERMINE CIA. THOSE AT HARVARD WHOSE OPPOSITION IS REFLECTED IN THE CRIMSON'S EDITORIAL ON THIS PROJECT YOU MAY BE SURE HAVE THEIR COUNTERPARTS IN CIA.

IF MEMORY SERVES, THE FIRST STEP TOWARD THE DEVELOPMENT OF THIS PROJECT TOOK PLACE IN THE SUMMER OF 1985 WHEN, AS DEPUTY DIRECTOR FOR INTELLIGENCE, I VISITED HARVARD. ERNIE MAY AND GREG TREVERTON OF KENNEDY SCHOOL CAME TO ME WITH A PROPOSAL TO COMBINE THEIR INTEREST IN THE STUDY OF US ASSESSMENTS OF FOREIGN GOVERNMENTS WITH CIA'S INTEREST IN ENHANCING THE QUALITY AND UTILITY OF SUCH ASSESSMENTS. I ENCOURAGED THEM TO DEVELOP SPECIFIC PROPOSALS.

BOTH PARTIES WERE PROBABLY TOO OPTIMISTIC. IT CERTAINLY PROVED MORE DIFFICULT THAN ANY OF US ANTICIPATED TO OVERCOME

THE BARRIERS TO COOPERATION BETWEEN AN AGENCY ACCUSTOMED TO WORKING IN SECRET AND A UNIVERSITY THAT CAN ONLY FUNCTION IN THE OPEN MARKET PLACE OF IDEAS.

HARVARD WAS DETERMINED THAT ANY WORK IT DID UNDER CONTRACT TO CIA WOULD BE UNCLASSIFIED AND PUBLICLY ACKNOWLEDGED. IN A SPEECH AT KENNEDY SCHOOL IN FEBRUARY 1986, I ANNOUNCED WHAT WAS FOR US A DIFFICULT DECISION.

IF CIA WANTED THE RESEARCH AND TEACHING SERVICES OF HARVARD'S FACULTY AND INSTITUTIONS -- OR THOSE OF ANY OTHER UNIVERSITY, AND IF THE UNIVERSITY HAD SET PUBLIC ACKNOWLEDGEMENT OF CONTRACTS AS A REQUIREMENT -- EITHER WE WOULDN'T ASK OR WE WOULD COMPLY. IN THIS CASE, WE WANTED THE PROGRAM AND SO WE COMPLIED. YOU CAN HARDLY IMAGINE THE HARD SWALLOW THAT PRECEDED OUR POSITIVE RESPONSE WHEN THE HARVARD CRIMSON RECENTLY ASKED FOR A COPY OF THE CONTRACT.

IT WASN'T SIMPLE TO WORK OUT THE TERMS OF ENGAGEMENT -- AS SEVERAL OF YOU IN THIS ROOM CAN ATTEST. BUT WE DID IT. AND TONIGHT WE CELEBRATE. WE HAVE A PROJECT IN WHICH HARVARD UNIVERSITY AND THE CENTRAL INTELLIGENCE AGENCY ARE PROUD TO WORK TOGETHER PUBLICLY IN THE NATIONAL INTEREST.

FROM THE POINT OF VIEW OF THE INTELLIGENCE SIDE OF THE PARTNERSHIP, WHY ARE WE DOING IT?

AS I AM CONFIDENT ALL OF US IN THIS ROOM AGREE, THE NATIONAL SECURITY INTERESTS OF THIS GREAT NATION REQUIRE THE BEST THINKING AND SUPPORT OF ALL ITS INSTITUTIONS. THIS WAS THE VIEW OF PRESIDENT ROOSEVELT AND BILL DONOVAN IN ESTABLISHING OSS, AND IT REMAINS OUR VIEW TODAY.

OUR CHALLENGES IN THE INTELLIGENCE COMMUNITY ARE GROWING FASTER THAN OUR RESOURCES OR OUR ABILITIES. THE WORLD WE ASSESS GROWS EVER MORE COMPLEX AS THE TIES AMONG NATIONS AND THEIR ECONOMIES MULTIPLY, AS COMPETITION FOR RESOURCES AND MARKETS INTENSIFIES, AS SMALL NATIONS ACQUIRE IMMENSELY SOPHISTICATED WEAPONS, AS WE FACE A FUTURE OF POSSIBLY SIGNIFICANTLY RESTRUCTURED SUPERPOWER MILITARY FORCES, AS THE SOVIET UNION AND CHINA STRIVE TO MODERNIZE, AND AS WAVES OF CULTURAL, SOCIAL, RELIGIOUS AND POLITICAL CHANGE CRASH AGAINST GOVERNMENTS ILL-PREPARED TO COPE.

THUS, WE NEED THE HELP OF THE BEST MINDS IN THE COUNTRY. WE NEED THIS HELP NOT ONLY FOR THINKING ABOUT COMPLEX SUBSTANTIVE ISSUES BUT ALSO FOR THINKING ABOUT THE RELATIONSHIPS BETWEEN INTELLIGENCE AND POLICY THAT CAN DETERMINE THE USEFULNESS -- THE PAYOFF -- OF THE EFFORT WE PUT INTO ACQUIRING INFORMATION AND REACHING JUDGMENTS -- AND HOW WE CAN IMPROVE THE QUALITY OF THAT EFFORT AND ITS EFFECTIVENESS IN HELPING OUR OWN POLICYMAKERS.

THE MISSION OF THOSE WHO LABOR ON INTELLIGENCE ASSESSMENTS CAN BE STATED SIMPLY. IT IS TO BRING TO BEAR DISTINCTIVE INFORMATION, EXPERIENCE AND EXPERTISE TO ASSIST POLICY OFFICIALS IN THE TASK OF DEVISING AND IMPLEMENTING THE POLICIES THAT PROTECT AND ADVANCE THE NATIONAL SECURITY INTERESTS AND WELL-BEING OF THE UNITED STATES.

WE MUST CONSISTENTLY MEET THREE STANDARDS:

- WE HAVE TO PROVIDE INFORMATION AND ANALYSIS OF SUFFICIENT QUALITY TO COMMAND THE RESPECT AND ATTENTION OF POLICY OFFICIALS.
- WE HAVE TO TAKE INTO ACCOUNT THE PRESSURES ON THE POLICY COMMUNITY AND THE BURDEN OF ITS COMPETING AGENDAS.
- WE MUST PRESERVE THE SPECIAL ADVANTAGES OF OUR ANALYTIC CALLING: OBJECTIVITY AND FREEDOM FROM ADVOCACY, WHETHER OF A PARTICULAR POLICY OR OF THE INTERESTS OF A POLICY AGENCY.

BATTING 3-FOR-3 ON THESE STANDARDS IS A CHALLENGING UNDERTAKING. WE WORK HARD AT IT, DAY IN AND DAY OUT.

BUT WE ALL KNOW THAT THERE HAVE BEEN OCCASIONS WHEN INTELLIGENCE-POLICY RELATIONS HAVE NOT WORKED AS WELL AS THEY SHOULD. OUR ASSESSMENTS WERE INADEQUATE TO THE COMPLEXITIES OF THE ISSUE OR THEY WERE NOT APPRECIATED OR USED BY POLICY OFFICIALS.

OUR STRONG ENDORSEMENT OF THE KENNEDY SCHOOL PROJECT ON INTELLIGENCE ASSESSMENT AND POLICY REFLECTS OUR CONTINUING COMMITMENT TO IMPROVE THE QUALITY AND UTILITY OF INTELLIGENCE IN SERVICE TO THE NATIONAL INTEREST. DIRECTOR WEBSTER AND I LOOK FORWARD TO THE FRUITS OF THIS PROJECT -- TO GREATER UNDERSTANDING OF THE INTELLIGENCE-POLICY RELATIONSHIP THAT WILL HELP US TO STRENGTHEN THOSE ASPECTS THAT ALREADY WORK WELL AND TO FIX WHATEVER MAY NEED FIXING.

